

éDumbe Municipality



Service Delivery and Budget Implementation Plan for the year

1 July 2010 to 30 June 2011

1. Introduction

Section 1 of the Municipal Finance Management Act (NO. 56 of 2003) defines the SDBIP as:

“a detailed plan approved by the mayor of the municipality in terms of section 53(1 (c) (ii) for implementing municipality’s Delivery of services and the execution of its annual budget and which must include (as a part of the Top-layer) the following:

(a) Projections for each month of-

- (i) Revenue to be collected, by source: and**
- (ii) Operational and Capital expenditure, by vote.**

(b) Service delivery target and performance indicators for each quarter”

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than tabling of the budget (around March or earlier) and preferably submit draft SDBIP to the mayor by 1 May (for initial approval). Once the council approves the budget, the municipality manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and make the SDBIP and performance agreement of the municipality manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on output by clarity of service delivery expectations, expenditure and revenue requirements, and service delivery target and performance indicators.

The SDBIP provides the vital link between the mayor, council and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is

circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the community to the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the senior managers determined at the start of every financial year and approved by the mayor. It must also be with outsourced service delivery agreement such as municipal entities, public-private partnerships, service contracts and the like.

The SDBIP concept

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers. Many municipal managers will already have some form of management plan and the challenge is to develop such management plans as SDBIP.

Whilst the budget sets yearly service delivery and budget target (revenue and expenditure) it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-year target must be based on quarterly and monthly targets, and municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start of the year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71(monthly reporting), section 72 (mid-year report) and of year annual reports.

The SDBIP is essentially the management and implementation tool which sets in year information, such as quarterly services delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resource to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreement of the municipal manager and senior managers, including the output and deadlines for which they held responsible. The SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are

problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not policy proposal), the SDBIP is not required to be approved by the council-it is however tabled before council and made public information for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be within the approval of council, following approval of an adjustment budget (Section 54(1) (c) of MFMA), this council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

Timing and Methodology for the Preparation of the SDBIP

Section 69(3) (a) and (b) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts to the performance agreement as required in terms of section 57 (1) (b) of the Municipal System Act. The mayor in accordance with section 53(1) (c) (ii) of the MFMA

These are the legal requirements and deadline limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIP in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget. Or soon after as supporting documentation to assist its budget hearing process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the least. If the draft SDBIP is to be provided for the budget hearing, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such department or draft SDBIP by mid March, it should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-down for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP in less 7 days after the council approves the budget, legally to take account of possible revisions to the budget; the act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management implementation and monitoring tool, which provides operational content to the end of the service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through quarterly performance reports and section 71 monthly reports, evaluated through the annual report process.

SDBIP 2010/2011

SDBIP 2010/2011

Quarterly Projections for Service Delivery Targets and Other Performance Indicators

Department - Budget and Treasury Services

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	2010/11				
				Annual	Quarterly Targets			
				Target	Target Q1	Target Q2	Target Q3	Target Q4
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	INTERGRATED DEVELOPMENT PLAN	Approved Mid-Term Expenditure Framework	Adoption	1	0	0	0	
		Annual performance report	Adoption	1	1	0	0	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		Review of indigent policy	Adoption	1	0	0		
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	REVENUE ENHANCEMENT	Cash collected from customers	R value of revenue collected	1358366	339592	339591	339592	
		Amount invoiced/billed to customers	R value of invoices raised	18408292	4602072	4602073	4602072	
	Financial management	Debt service payments	R value	318791	79698	79698	79698	
		Total revenue received from grants and subsidies	R value	29842000				
		Total of grants and subsidies spent	Percentage spent	100	100	100	100	
		Other revenue	Amount received	2009179				
		Review of SCM Policy	Adoption	1	0	0	0	
		Tabling of Oversight report to Council	Adoption	1	0	0	1	
	Budgeting and reporting	Total operating budget	R value	51963628	12990907	12990907	12990907	
		Total Salaries and Wages budget (including benefits)	R value	19441738	4860435	4860434	4860435	
	Expenditure control	Total operating expenditure	R value	51963628	12990907	12990907	12990907	
		DoRA reports on all grants received	number of reports	12	3	3	3	3
		Payments of creditors on time in terms of section 65 of the MFMA	schedule for payment dates	12	3	3	3	3
		Report to Council on the expenditure incurred on						
		Staff salaries, wages, allowances and benefits	number of reports	4	1	1	1	1
		Monthly budget statements to Mayor and P T	number of reports	20	5	5	5	5
		Consolidated report of withdrawals	number of reports	4	1	1	1	1
		Mid year performance assessment report	Adoption	1			1	
		Adjustments budget	Adoption	1			1	
		Annual report	Adoption	1			1	
Good Governance, Community Participation and Ward Committee Systems	Compliance with MFMA and Treasury Regulations	Draft budget, resolutions and Other related Documents	Adoption	1			1	
		Consultation on draft budget and IDP	Number of meetings	1				1
		Submission of AFS to Auditor-General	submission date	1	1			
		Approved Final budget and budget related policies	Adoption	1				1
		Approved SDBIP	Adoption	1				1
		Banking details to Provincial Treasury & Auditor-General	submission date	4/30/2011			4/30/2011	
		Update of Suppliers on Municipality's database	quarterly update	4	1	1	1	1
		Monthly SCM reports in accordance with regulations, policy and Procedures	number of reports	12	3	3	3	3
		Implementantion of credit control and indigent policies	Date	7/1/2010	7/1/2010			
		Submission of reports for checklist implementation						
		Priorities	Number of reports	4	1	1	1	1

Quarterly Projections for Service Delivery Targets and Other Performance Indicators

Department - Corporate Services

National KPA	Strategic Objective	Measurable Objective/Output	Measure / Indicator (Unit)	2010/11				
				Annual	Quarterly Targets			
				Target	Target Q1	Target Q2	Target Q3	Target Q4
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Human Resources Management	Budget Spent on Workplace Skills Plan	Percentage Spent	100	43	30	27	0
		Review and implementation of Workplace Skills Plan	Adoption	1	1	0	0	0
		Review of organogram	Adoption	1	0	0	0	1
		Number of black staff employed in management	Number of staff	1	1	0	0	0
	Batho Pele Principles	Community Surveys conducted	Number of surveys	1	0	1	0	0
	Integrated Development Plan	Review of Disaster Management Plan	Adoption	1	0	0	0	1
		Review of IT Strategy	Adoption	1	0	0	0	1
Good Governance, Community Participation and Ward Committee Systems	Community Awareness	Roadshows and Imbizo's	Number of Road shows/Imbizo's	30		15		15
	To promote public participation through effective utilisation of ward committees	Ward committee meetings held	Number of meetings	84	21	21	21	21
	Anti-corruption strategy	Finalisation of Anti-Corruption Strategy and Fraud Prevention Plan	Adoption	1	0	0	0	1
	Policy development	Review and implementation of Municipal policies						
	Municipal Website	Daily update of the website	Monthly update	12	1	1	1	1
	Meetings	Council meetings	number of meetings	4	1	1	1	1
		EXCO meetings	number of meetings	12	3	3	3	3
		Portfolio committees	number of meetings	84	7	7	7	7
	Performance Information	Performance agreements and SDBIP	Advertisement	8/31/2010	8/31/2010			
		Implementation of Performance Management System	Date	8/31/2010	8/31/2010			
	Training	Staff training	no. of people trained	25			25	
		Ward and youth committee training	no. of people trained	70	35		35	

Quarterly Projections for Service Delivery Targets and Other Performance Indicators

Department - Technical Services

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	2010/11				
				Annual	Quarterly Targets			
				Target	Target Q1	Target Q2	Target Q3	Target Q4
Basic Service Delivery and Infrastructure Development	Access to Water (If applicable)	Households with access to basic water	Number of Households					
		New Water Connections	Number of new connections					
	Access to Sanitation (If applicable)	Households with access to basic sanitation	Number of Households					
		New sanitation connections	Number of new connections					
	Access To Electricity (If applicable)	Households with access to electricity	Number of Households	10109	9918	10109		
		New Electrical Connections	Number of new connections	381	190	191		
	Access to Solid Waste (If applicable)	Households with access to waste disposal services	Number of Households	5181	5181	5181	5181	5181
		New households with access to weekly waste disposal services	Number of new households	0	0	0	0	0
	Free Basic Services	Households with access to free basic water	Number of Households					
		Households with access to free basic sanitation	Number of Households					
		Households with access to free electricity	Number of Households					
	Access to roads	Kilometers of tarred roads established	Number of km	0	0	0	0	0
		Kilometers of gravel roads established	Number of km	0	0	0	0	0
		Kilometers of roads maintained	Number of km	25	23.5	0.5	0.5	0.5
	Causeways	No. of causeway		1	1			
	Human Settlements	New houses constructed	Number of houses	486	0	0	0	486
	Promotion of Local Economy	Jobs created through the municipality's Capital Projects	Number of jobs	113	0	0	0	113
Community & Social Services Development	To provide proper mechanisms for municipal waste management	Finalisation of integrated waste management plan	Adoption	1	0	0	0	1
		Solid waste collection	Litter bins provided on public spaces	100	0	0	100	0
	New cemeteries	fencing of cemeteries		1		1		

Quarterly Projections for Service Delivery Targets and Other Performance Indicators

Department - Community Services

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measurement)		2010/11		
				Annual	Quarterly Targets		
				Target	Target Q1	Target Q2	Target Q3
Basic Service Delivery and Infrastructure Development	Community And Public Facilities	New facilities provided	Number of facilities	1	1	0	0
		Upgraded facilities provided	Number of facilities	1	1	0	0
Local Economic Development	Special Projects	Poverty alleviation projects	Number of projects	35	0	0	0
Community & Social Services Development	To facilitate efficient health care services to all	Primary health care	Number of mobile clinic	1	1	0	0
		Clinic consultations	No. of Consultations	1000	250	250	250
	To contribute to reduction of poverty	Implementation of HIV/AIDS Plan and community awareness	HIV/AIDS awareness campaigns	2	0	1	1
		Development of youth development plan	Adoption of youth development plan	1	0	0	0
	To promote youth development	To promote sports Development	Number of sports activities	3	1	1	1
		To promote Arts and Culture	Number of Activities	4	1	1	1
	Testing Grounds	Examination of vehicles	No. of vehicles	450	100	100	125
		Motor registration and Licensing	Units of hundred	5000	1250	1250	1250
		Driver's Licences: Bookings	No. of bookings and passes	1000	250	250	250
		Learners Licences	No of bookings and passes	2100	525	525	525
	Traffic	Road Safety Projects	No. of projects	4	1	1	1
		Road Signs	No. of signs	2	1		1
		Road Markings	No. of kilometers	4	1	1	1
		Fire awareness campaigns	No. of awareness	1	1		
		Libraries	No. of new memberships	50	10	10	15
		Disabled and Elderly People	No. of events	1		1	
		Gender	No. of events	1		1	

Quarterly Projections for Service Delivery Targets and Other Performance Indicators

Department - Planning and Development

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	2010/11			
				Annual	Quarterly Targets		
				Target	Target Q1	Target Q2	Target Q3
Municipal Transformation and Institutional Development	Integrated Development Plan	Compilation of Spatial Development Framework	Adoption	1	0	0	0
Basic Service Delivery and Infrastructure Development	LUMS	Finalisation of Integrated LUMS	Adoption	1			
		Building Inspections conducted	number of inspection	30	9	9	6
		Property Inspection conducted	number of inspection	30	6	6	9
		G I S Information capturing	No. of Captures	4	1	1	1
Local Economic Development	Economic growth	Targeted spend achieved	Percentage Achieved	100	0	100	0
	Development of Prioritised Groups	Capacity Building Initiatives undertaken	Number of Initiatives				
	Promotion of Local Economy	Jobs created through the municipality's LED initiatives	Number of jobs	200	0	0	
		Finalisation of Tourism Strategy	Adoption	1	0	0	0
	Cooperatives and SMME's and Business Support Development	Training of Cooperatives	Number of training	30	0	30	0
		Registration of new cooperatives	Number of New registration	35	10	10	10
Good Governance, Community Participation and Ward Committee Systems	Compliance to MFMA	Formulation of IDP	Adoption	1	0	0	0
		Implementation of OPMS system	Date	7/1/2010	9/30/2010		
		Stakeholder meetings	Number of meetings	2		1	
			Adoption				1
		Draft revisions to IDP, resolutions and Other related Documents		1			
		Consultation on draft IDP	Number of meetings	1			
		Draft plan and proposed revisions to IDP	Adoption	1			1
		Draft Integrated Development Plan	Adoption	1			
		Final Integrated Development Plan	Adoption	1			
		Implementation Land use Management (Urbarn)	Date	1/1/2011			1/1/2011
		Implementation Land Audit	Date	1/1/2011			1/1/2011

Quarterly Projections for Service Delivery Targets and Other Performance Indicators

Department - Municipal Managers

National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure / Indicator (Unit of Measure)	2010/11				
				Annual	Quarterly Targets			
				Target	Target Q1	Target Q2	Target Q3	Target Q4
Municipal Transformation and Institutional Development	Integrated Development Plan	Formulation of IDP	Adoption	1	0	0	0	1
	Performance Management Systems	S57 Performance Agreements	Number of agreements	5	5	0	0	0
		Implementation of OPMS system	Date	7/1/2010	9/30/2010			
	Municipal Turn Around Strategy	Implementation of the MTAS	% Implemented	100	100	100	100	100
Good Governance, Community Participation and Ward Committee Systems	Stakeholder Liaison	Stakeholder meetings	Number of meetings	2		1		1
	Internal Audit	Finance Audit Committee	Number of meetings	4	1	1	1	1
		Performance Audit Committee	Number of meetings	4	1	1	1	1
	Compliance		Adoption				1	
		Mid year performance assessment report		1				
		Adjustments budget	Adoption	1			1	
		Annual report	Adoption	1			1	
		Draft budget, revisions to IDP, resolutions and Other related Documents	Adoption				1	
		Issues raised in Auditors-General report		1			1	
		Consultation on draft budget and IDP	Number of meetings	1				1
		Service Delivery and Budget Implimentation Plan	Adoption	1				1
		Monthly budget statements to Mayor and P T	number of reports	20	5	5	5	5
		Consolidated report of withdrawals	number of reports	4	1	1	1	1
		Report to Council on the expenditure incurred on						
		Staff salaries, wages, allowances and benefits	number of reports	4	1	1	1	1
		Submission of AFS to Auditor-General	submission date	1	1			
		Oversight report of annual report	Adoption	1			1	
		Draft budget, plan and proposed revisions to IDP	Adoption	1			1	
		Approved budget and budget related policies	Adoption	1				1
		Approved SDBIP	Adoption	1				1

MONTHLY PROJECTIONS OF REVENUE BY SOURCE

	July	August	September	October	November	December	January	February	March	April	May	June
	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000	Rev R'000
Property Rates	449,662	449,662	449,662	449,662	449,662	449,662	449,662	449,662	449,662	449,662	449,662	449,658
Electricity & Refuse Tarrifs	986,586	986,586	986,586	986,586	986,586	986,586	986,586	986,586	986,586	986,586	986,586	986,587
Interest & Investment Income	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,337
Fines	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,337
Rental of facilities & other service charge	34,164	34,164	34,164	34,164	34,164	34,164	34,164	34,164	34,164	34,164	34,164	34,162
Penalties and Collection Charges	22,399	22,399	22,399	22,399	22,399	22,399	22,399	22,399	22,399	22,399	22,399	22,402
Licences and Permits	45,750	45,750	45,750	45,750	45,750	45,750	45,750	45,750	45,750	45,750	45,750	45,750
Government Transfers	14,000,000	0	0	0	9,000,000	0	0	0	6,654,000	0	0	0
Other revenue	192,765	192,765	192,765	192,765	192,765	192,765	192,765	192,765	192,765	192,765	192,765	192,764
Total Revenue by Source	15,772,992	1,772,992	1,772,992	1,772,992	10,772,992	1,772,992	1,772,992	1,772,992	8,426,992	1,772,992	1,772,992	1,772,997

MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTES

	July			August			September			October			November			December		
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000
Department - Municipal manager's Office Vote: Executive and Council	956,167		109,333	956,167			956,167			956,167			956,167	600,000	259,333	956,167		125,000
Department - Chief Financial Officer Vote: Finance and Administration (Finance)	586,500		7,200,000	586,500		485,983	586,500		384,983	586,500		684,983	586,500		3,184,983	586,500		384,983
Department - Corporate Services Vote: Finance and Administration	505,000		805,000	505,000			505,000			505,000			505,000		605,000	505,000		305,000
Department - Planning and Development Vote: Planning and Development	225,333			225,333			225,333			225,333			225,333			225,333		
Department - Community Services Vote: Community and Social Services	401,083		140,000	401,083		140,000	401,083		140,000	401,083		140,000	401,083	600,000	140,000	401,083		140,000
Vote: Public Safety	210,250		79,083	210,250		79,083	210,250		79,083	210,250		79,083	210,250		79,083	210,250		79,083
Vote: Health	112,167			112,167			112,167			452,000		112,167				112,167		
Department - Electricity Vote: Electricity	544,500		1,683,750	544,500	245,000	1,683,750	544,500	900,000	1,683,750	544,500	800,000	1,683,750	544,500	3,563,000	1,683,750	544,500		1,683,750
Department - Technical Services Vote: Roads Transport	456,250	6,000,000		456,250			456,250	1,400,000		456,250			456,250			456,250		
Vote: Waste Management	81,417			81,417			81,417			81,417			81,417			81,417	598,000	
Department - Other			63,750			63,750			63,750			63,750			63,750			63,750
TOTAL BY VOTE	4,078,667	6,000,000	10,080,917	4,078,667	245,000	2,452,567	4,078,667	2,300,000	2,803,567	4,078,667	800,000	2,651,567	4,078,667	4,763,000	6,015,900	4,078,667	598,000	2,781,567

MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTES

	January			February			March			April			May			June		
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000
Department - Municipal manager's Office Vote: Executive and Council	956,167			956,167			956,167	380,000	259,333	956,167		125,000	956,167			725,950		
Department - Chief Financial Officer Vote: Finance and Administration (Finance)	586,500		784,983	586,500		584,983	586,500		5,184,983	586,500		684,983	586,500		484,983	586,500		355,983
Department - Corporate Services Vote: Finance and Administration	505,000		530,000	505,000			505,000		805,000	505,000		305,000	505,000		305,000	505,000		
Department - Planning and Development Vote: Planning and Development	225,333			225,333			225,333			225,333			225,333			225,333		
Department - Community Services Vote: Community and Social Services	401,083		140,000	401,083		300,000	401,083		140,000	401,083		140,000	401,083		140,000	401,083		140,000
Vote: Public Safety	210,250		79,083	210,250		79,083	210,250		79,083	210,250		79,083	210,250		79,083	210,250		79,083
Vote: Health	112,167			112,167			112,167			112,167			112,167			112,167		
Department - Electricity Vote: Electricity	544,500	2,000,000	1,683,750	544,500	1,000,000	1,683,750	544,500		1,683,750	544,500		1,683,750	544,500		1,683,750	544,500		1,683,750
Department - Technical Services Vote: Roads Transport	456,250			456,250			456,250			456,250			456,250			456,250		
Vote: Waste Management	81,417			81,417			81,417			81,417			81,417			81,417		
Department - Other			63,750			63,750			63,750			63,750			63,750			63,750
TOTAL BY VOTE	4,078,667	2,000,000	3,281,567	4,078,667	1,300,000	2,551,567	4,078,667	380,000	8,215,900	4,078,667	0	3,081,567	4,078,667	0	2,756,567	3,848,450	0	2,322,567

CAPITAL ESTIMATES- CASHFLOW

	ESTIMATE	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Vote: Executive and Council	980,000					600,000			300,000	380,000				1,280,000
Vote: Community and Social Services	900,000					600,000								600,000
Vote: Technical Services	16,506,000	6,000,000	1,645,000	900,000	800,000	3,563,000	598,000	2,000,000	1,000,000					16,506,000
Total By Vote	18,386,000	6,000,000	1,645,000	900,000	800,000	4,763,000	598,000	2,000,000	1,300,000	380,000	0	0	0	18,386,000

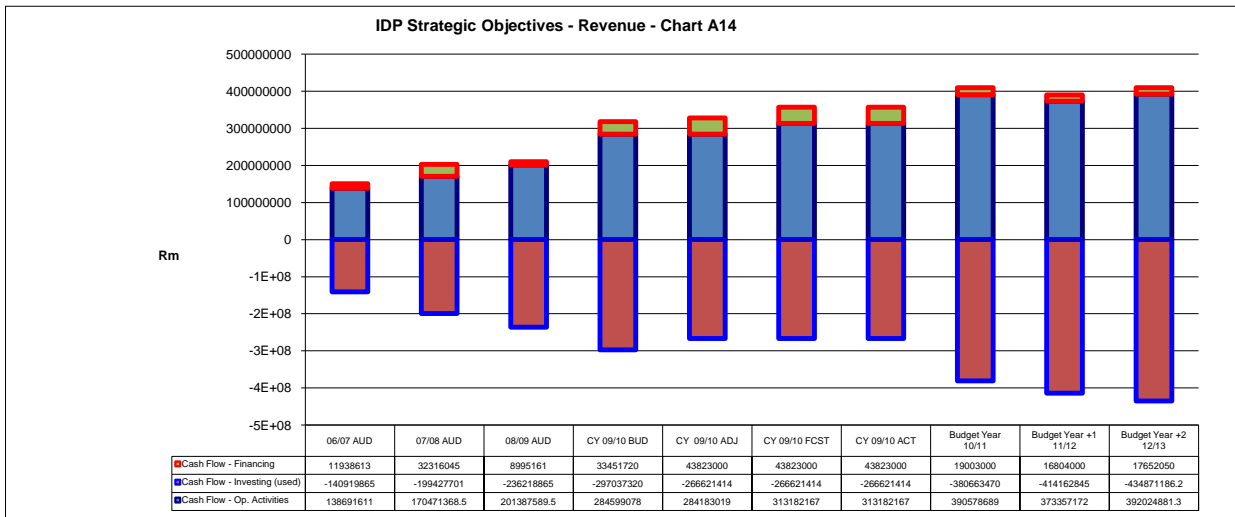
COMMUNITY SERVICES	CAPITAL ESTIMATES- CASHFLOW BY GFS													
	ESTIMATE	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Motor vehicles	900,000					600,000			300,000					900,000
Total By Vote	900,000	0	0	0	0	600,000	0	0	300,000	0	0	0	0	900,000

EXECUTIVE AND COUNCIL	CAPITAL ESTIMATES- CASHFLOW BY GFS													
	ESTIMATE	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Motor vehicles	980,000					600,000				380,000				980,000
Total By Vote	980,000	0	0	0	0	600,000	0	0	0	380,000	0	0	0	980,000

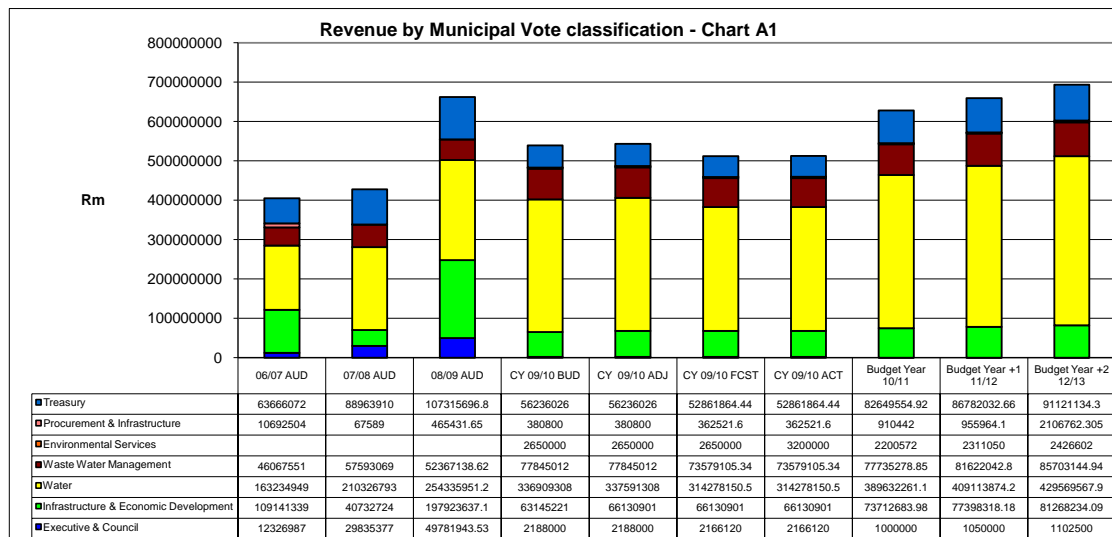
TECHNICAL SERVICES	CAPITAL ESTIMATES- CASHFLOW BY GFS													
	ESTIMATE	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Waste Management	598,000						598,000							598,000
Roads	7,400,000	6,000,000	1,400,000											7,400,000
Electricfication	8,508,000		245,000	900,000	800,000	3,563,000		2,000,000	1,000,000					8,508,000
Total By Vote	16,506,000	6,000,000	1,645,000	900,000	800,000	3,563,000	598,000	2,000,000	1,000,000	0	0	0	0	16,506,000

Cash flow trend

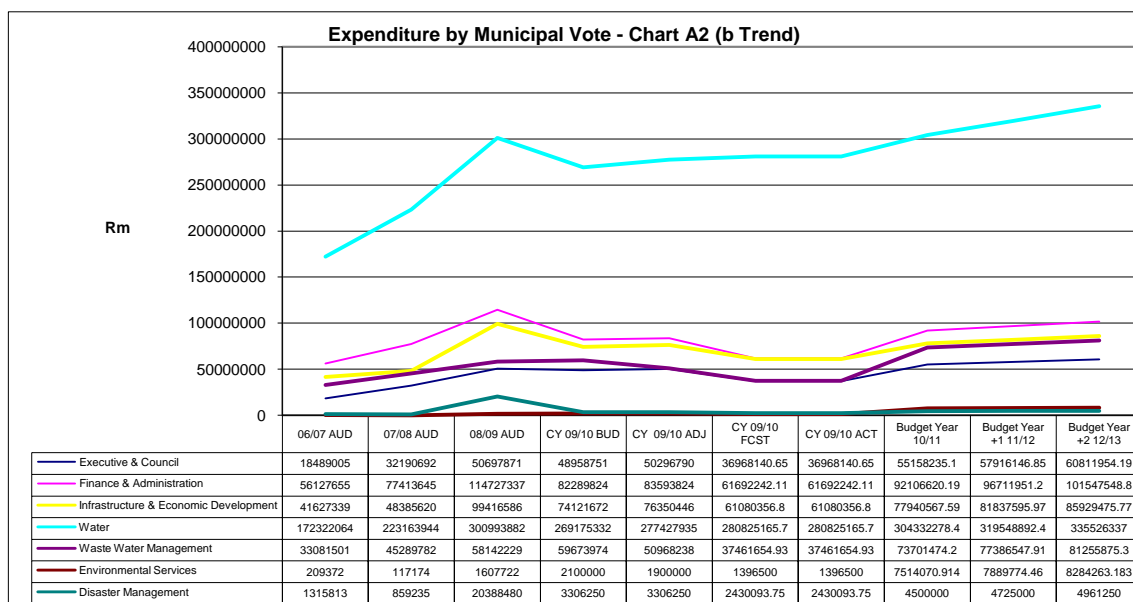
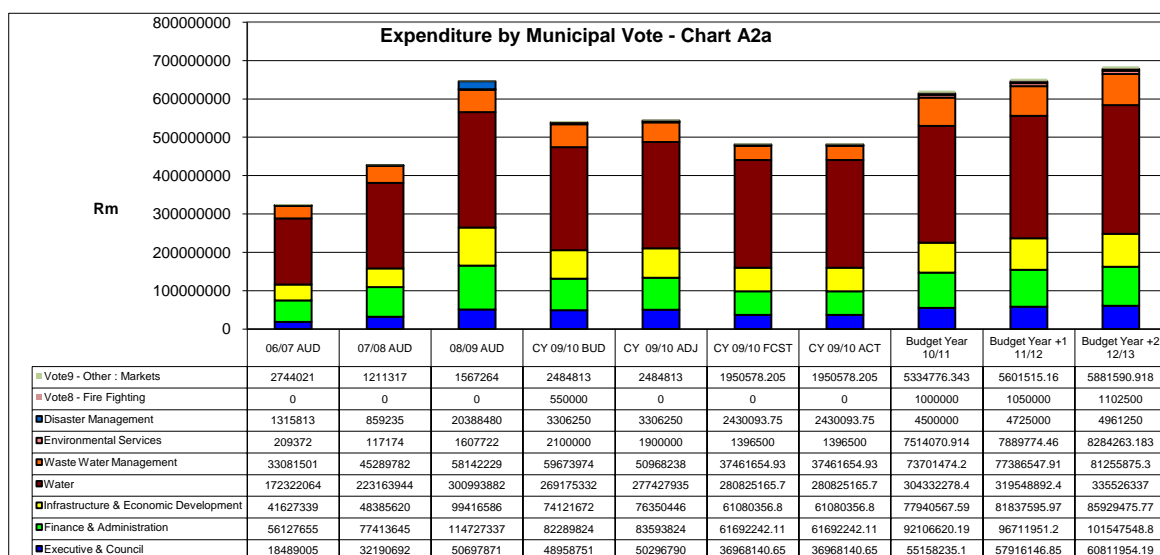
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Cash Flow - Op. Activities	138,692	170,471	201,388	284,599	284,183	313,182	313,182	390,579	373,357	392,025
Cash Flow - Investing (used)	(140,920)	(199,428)	(236,219)	(297,037)	(266,621)	(266,621)	(266,621)	(380,663)	(414,163)	(434,871)
Cash Flow - Financing	11,939	32,316	8,995	33,452	43,823	43,823	43,823	19,003	16,804	17,652



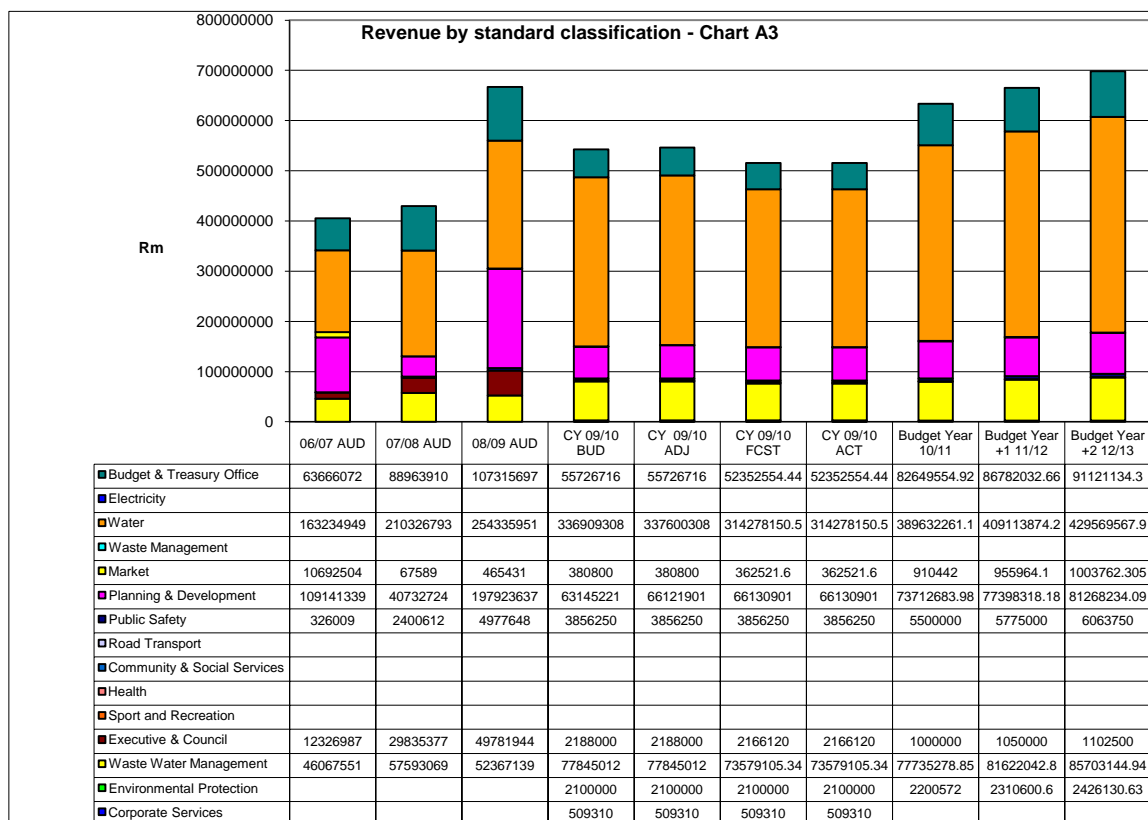
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Revenue by municipal vote classification	405,455	429,920	667,167	542,661	546,328	515,335	515,885	633,341	665,008	699,362
Executive & Council	12,327	29,835	49,782	2,188	2,188	2,166	2,166	1,000	1,050	1,103
Infrastructure & Economic Development	109,141	40,733	197,924	63,145	66,131	66,131	66,131	73,713	77,398	81,268
Water	163,235	210,327	254,336	336,909	337,591	314,278	314,278	389,632	409,114	429,570
Waste Water Management	46,068	57,593	52,367	77,845	77,845	73,579	73,579	77,735	81,622	85,703
Public Safety	326	2,401	4,978	3,306	3,306	3,306	3,306	5,500	5,775	6,064
Environmental Services				2,650	2,650	2,650	3,200	2,201	2,311	2,427
Procurement & Infrastructure	10,693	68	465	381	381	363	363	910	956	2,107
Treasury	63,666	88,964	107,316	56,236	56,236	52,862	52,862	82,650	86,782	91,121



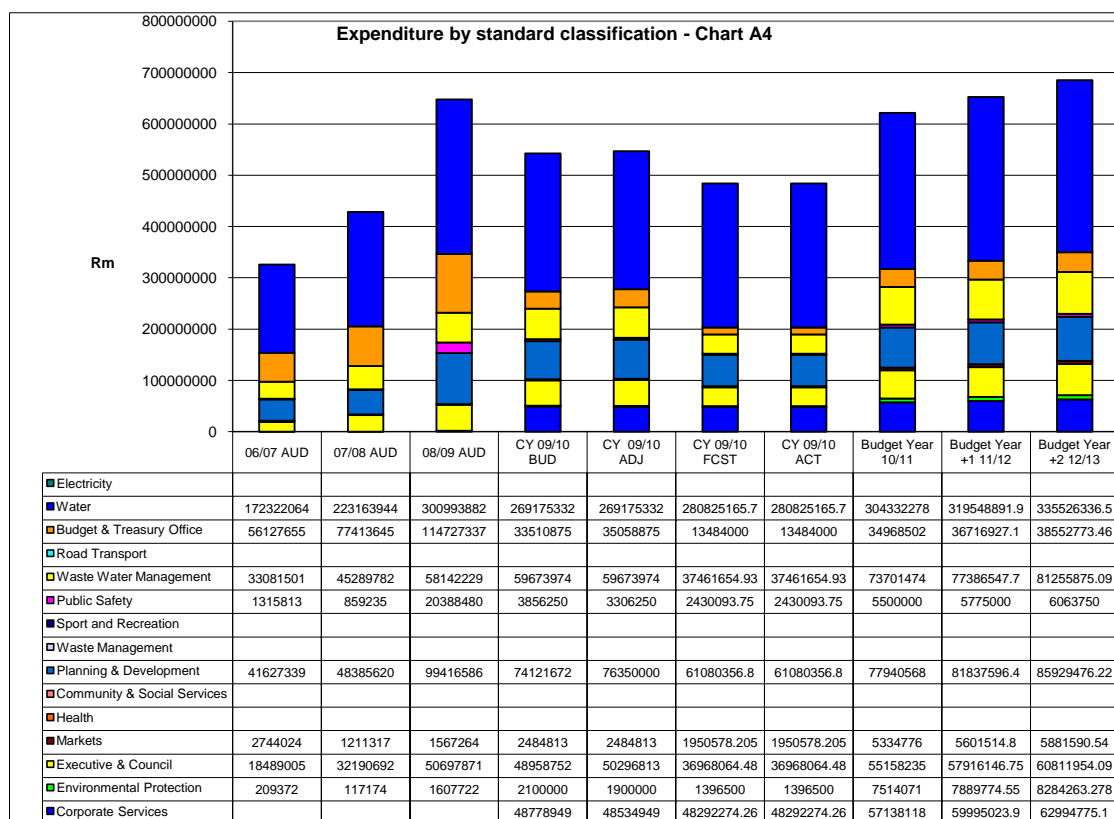
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12
Expenditure by municipal vote classification	323,173	427,420	645,974	539,626	543,843	481,854	481,854	621,588	652,667
Executive & Council	18,489	32,191	50,698	48,959	50,297	36,968	36,968	55,158	57,916
Finance & Administration	56,128	77,414	114,727	82,290	83,594	61,692	61,692	92,107	96,712
Infrastructure & Economic Development	41,627	48,386	99,417	74,122	76,350	61,080	61,080	77,941	81,838
Water	172,322	223,164	300,994	269,175	277,428	280,825	280,825	304,332	319,549
Waste Water Management	33,082	45,290	58,142	59,674	50,968	37,462	37,462	73,701	77,387
Environmental Services	209	117	1,608	2,100	1,900	1,397	1,397	7,514	7,890
Disaster Management	1,316	859	20,388	3,306	3,306	2,430	2,430	4,500	4,725
Vote8 - Fire Fighting				550				1,000	1,050
Vote9 - Other : Markets	2,744	1,211	1,567	2,485	2,485	1,951	1,951	5,335	5,602



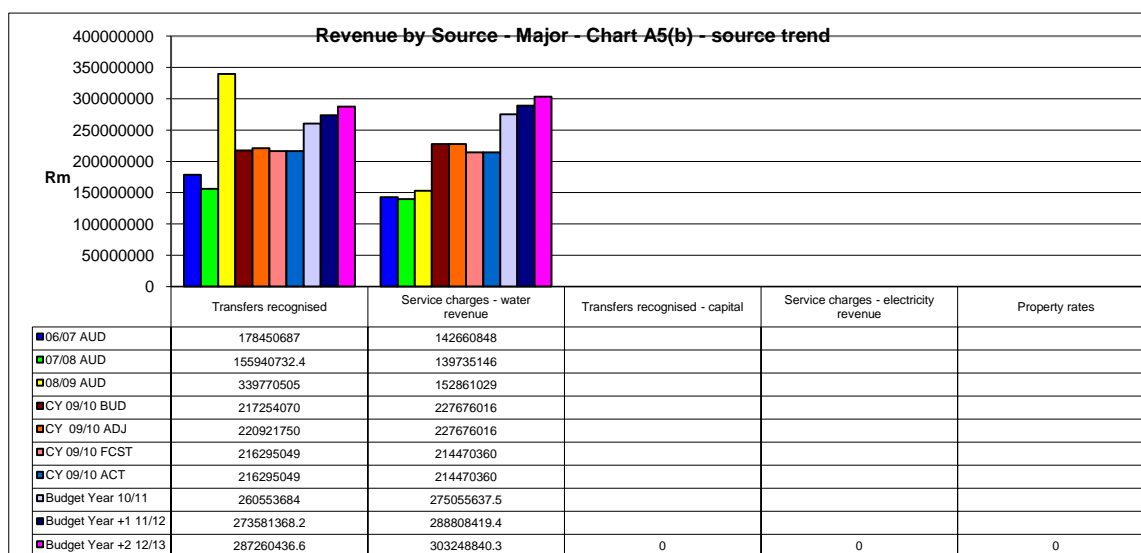
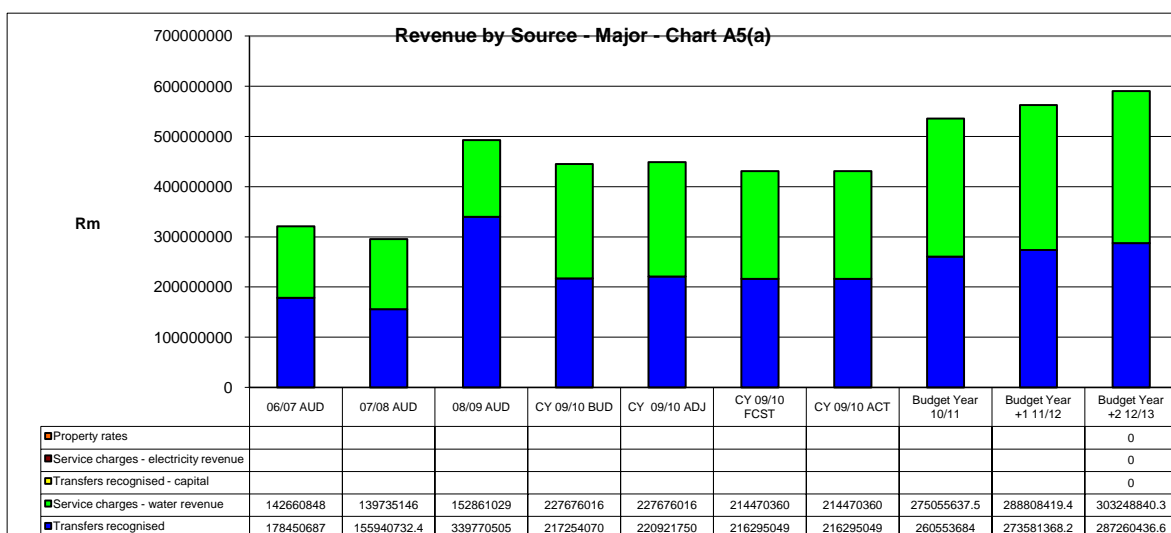
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Revenue by Standard Classification										
Corporate Services				509	509	509	509			
Environmental Protection				2,100	2,100	2,100	2,100	2,201	2,311	2,426
Waste Water Management	46,068	57,593	52,367	77,845	77,845	73,579	73,579	77,735	81,622	85,703
Executive & Council	12,327	29,835	49,782	2,188	2,188	2,166	2,166	1,000	1,050	1,103
Sport and Recreation										
Health										
Community & Social Services										
Road Transport										
Public Safety	326	2,401	4,978	3,856	3,856	3,856	3,856	5,500	5,775	6,064
Planning & Development	109,141	40,733	197,924	63,145	66,122	66,131	66,131	73,713	77,398	81,268
Market	10,693	68	465	381	381	363	363	910	956	1,004
Waste Management										
Water	163,235	210,327	254,336	336,909	337,600	314,278	314,278	389,632	409,114	429,570
Electricity										
Budget & Treasury Office	63,666	88,964	107,316	55,727	55,727	52,353	52,353	82,650	86,782	91,121



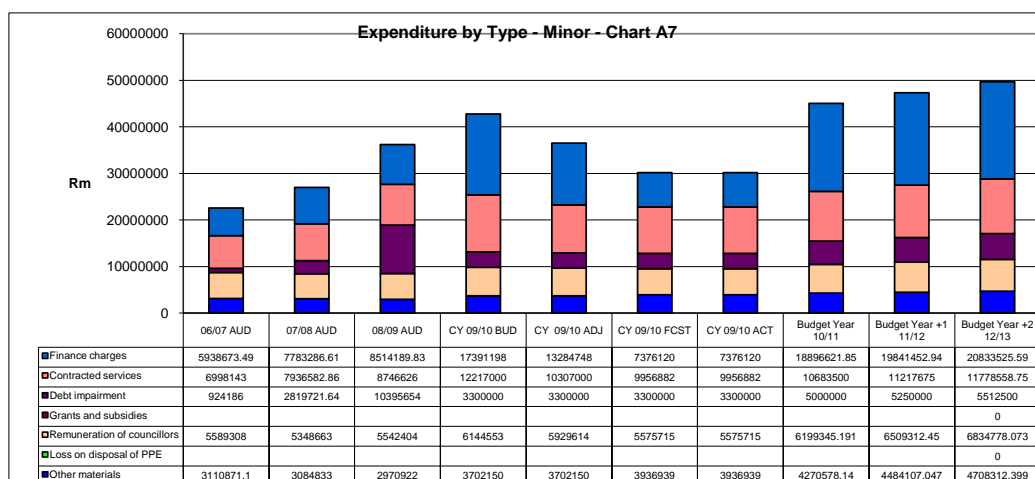
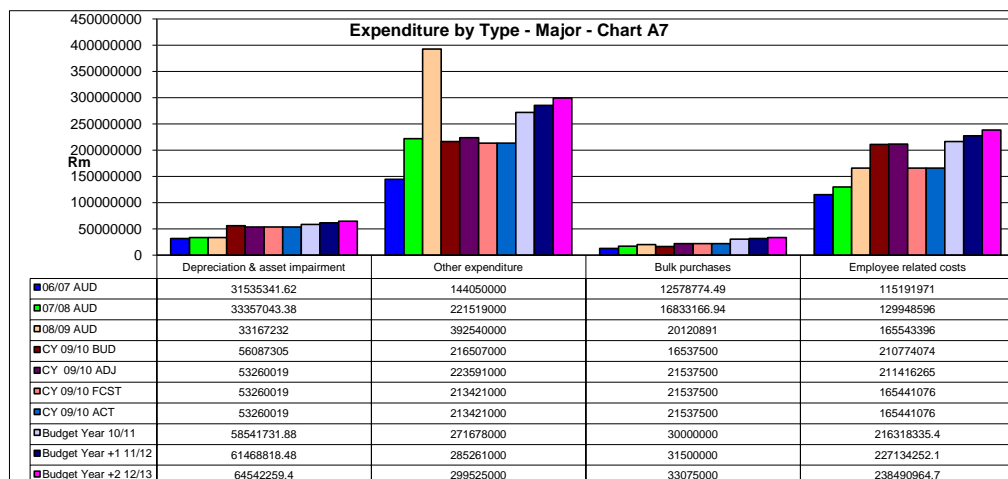
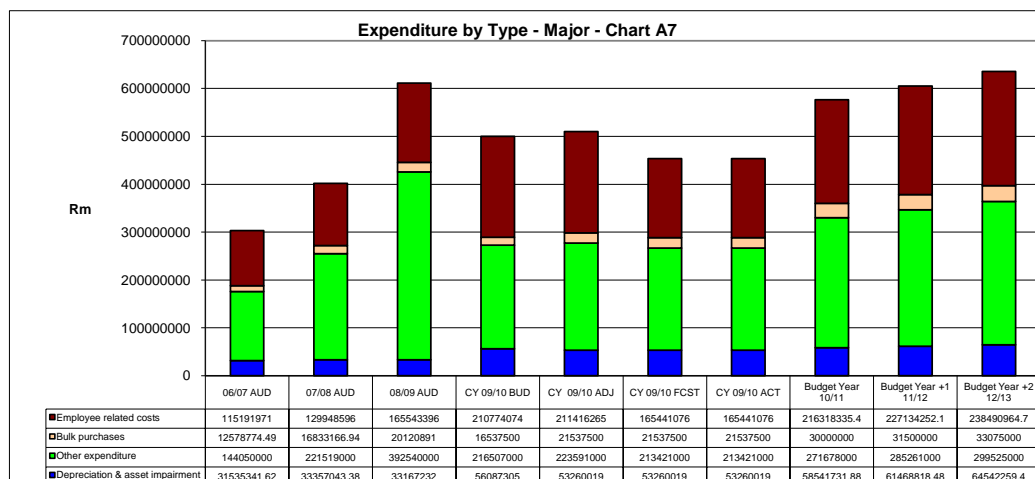
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Expenditure by Standard Classification										
Corporate Services				48,779	48,535	48,292	48,292	57,138	59,995	62,995
Environmental Protection	209	117	1,608	2,100	1,900	1,397	1,397	7,514	7,890	8,284
Executive & Council	18,489	32,191	50,698	48,959	50,297	36,968	36,968	55,158	57,916	60,812
Markets	2,744	1,211	1,567	2,485	2,485	1,951	1,951	5,335	5,602	5,882
Health										
Community & Social Services										
Planning & Development	41,627	48,386	99,417	74,122	76,350	61,080	61,080	77,941	81,838	85,929
Waste Management										
Sport and Recreation										
Public Safety	1,316	859	20,388	3,856	3,306	2,430	2,430	5,500	5,775	6,064
Waste Water Management	33,082	45,290	58,142	59,674	59,674	37,462	37,462	73,701	77,387	81,256
Road Transport										
Budget & Treasury Office	56,128	77,414	114,727	33,511	35,059	13,484	13,484	34,969	36,717	38,553
Water	172,322	223,164	300,994	269,175	269,175	280,825	280,825	304,332	319,549	335,526
Electricity										



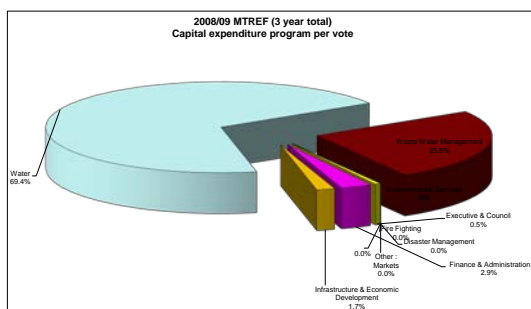
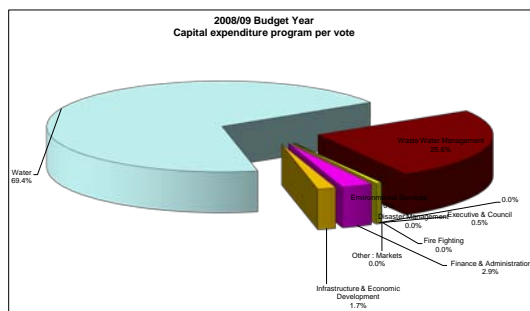
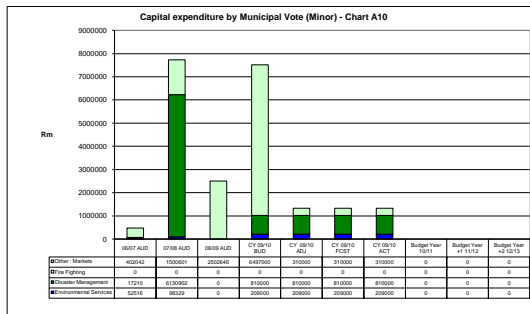
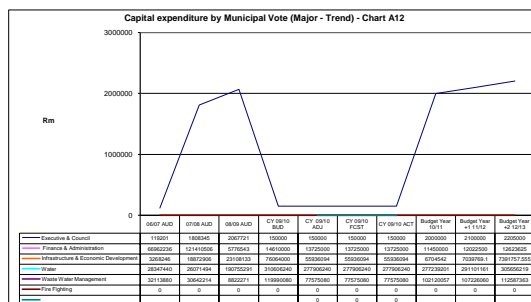
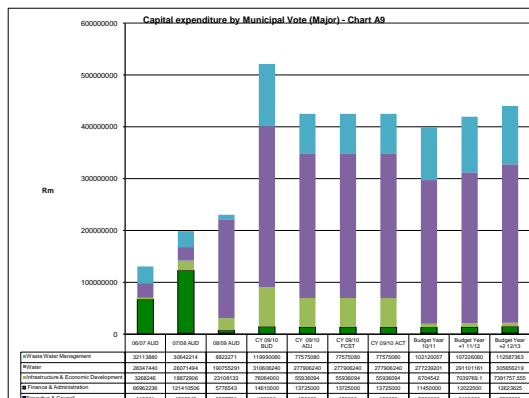
Revenue by Major Source (refer 'Minor' source for 'Other Revenue' allocation)	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Dividends received										
Agency services										
Contributions										
Contributed assets										
Licences and permits										
Gains on disposal of PPE										
Service charges - sanitation revenue	39,066	46,010	49,134	73,522	73,522	66,170	66,170	73,331	76,997	80,847
Interest earned - outstanding debtors										
Service charges - other										
Rental of facilities and equipment										
Service charges - refuse										
Other revenue	27,355	77,545	111,261	5,834	5,834	4,755	4,755	5,503	55,794	6,083
Fines										
Interest earned - external investments	17,923	10,689	14,141	18,375	18,375	13,645	13,645	18,898	19,843	20,835
Transfers recognised	178,451	155,941	339,771	217,254	220,922	216,295	216,295	260,554	273,581	287,260
Service charges - water revenue	142,661	139,735	152,861	227,676	227,676	214,470	214,470	275,056	288,808	303,249
Transfers recognised - capital										
Service charges - electricity revenue										
Property rates										
revenue check	405,455	429,920	667,167	542,661	546,328	515,335	515,335	633,341	715,024	698,275



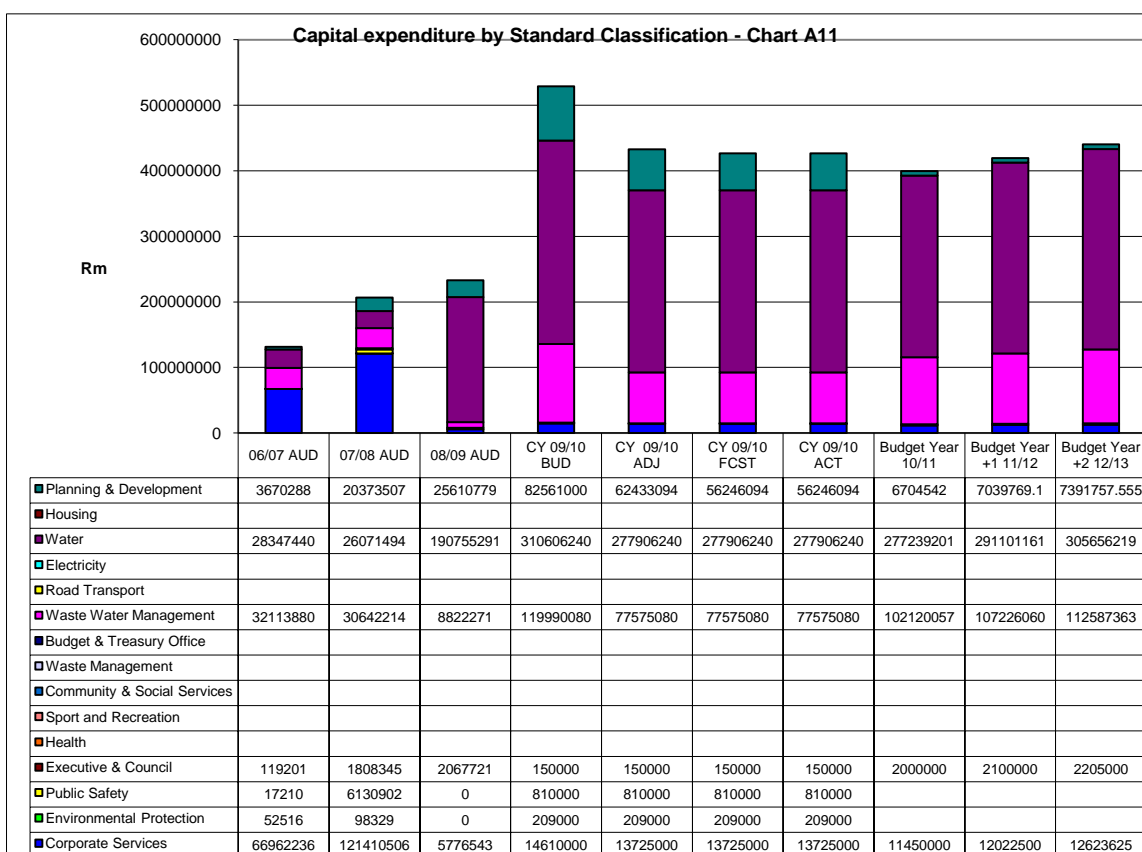
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Operating Expenditure by Major & Minor Type										
Other materials	3,111	3,085	2,971	3,702	3,702	3,937	3,937	4,271	4,484	4,708
Loss on disposal of PPE										
Remuneration of councillors	5,589	5,349	5,542	6,145	5,930	5,576	5,576	6,199	6,509	6,835
Grants and subsidies										
Debt impairment	924	2,820	10,396	3,300	3,300	3,300	3,300	5,000	5,250	5,513
Contracted services	6,998	7,937	8,747	12,217	10,307	9,957	9,957	10,684	11,218	11,779
Finance charges	5,939	7,783	8,514	17,391	13,285	7,376	7,376	18,897	19,841	20,834
Depreciation & asset impairment	31,535	33,357	33,167	56,087	53,260	53,260	53,260	58,542	61,469	64,542
Other expenditure	144,050	221,519	392,540	216,507	223,591	213,421	213,421	271,678	285,261	299,525
Bulk purchases	12,579	16,833	20,121	16,538	21,538	21,538	21,538	30,000	31,500	33,075
Employee related costs	115,192	129,949	165,543	210,774	211,416	165,441	165,441	216,318	227,134	238,491
<i>check</i>	325,917	428,631	647,541	542,661	546,328	483,805	483,805	621,588	652,667	685,301



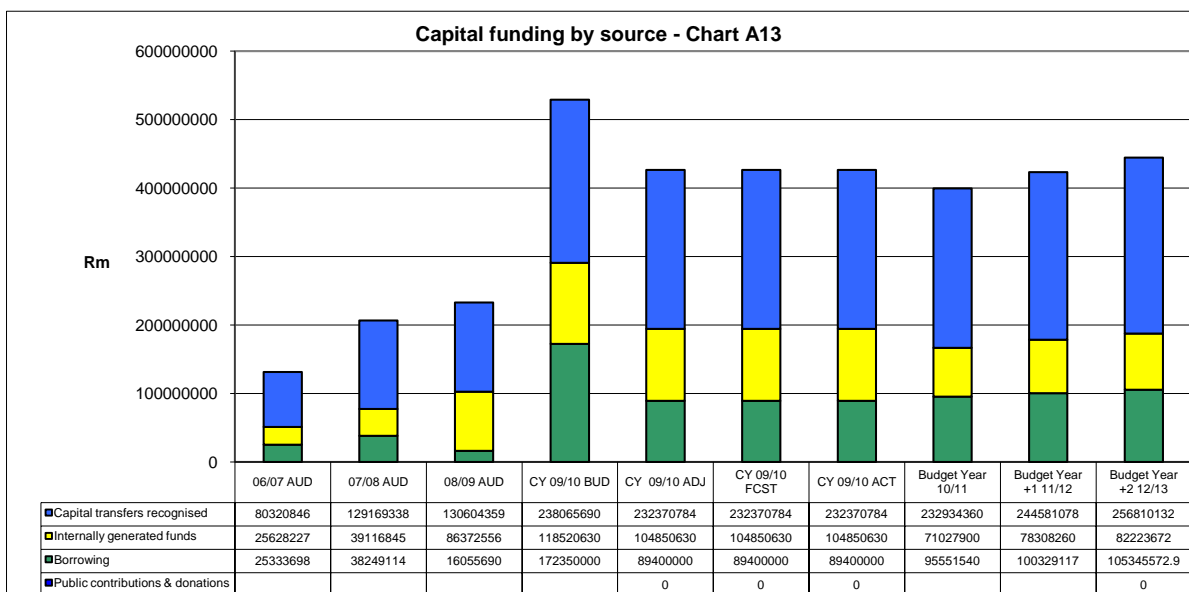
Capital Expenditure by Municipal Vote	06/07 AUD	07/08 AUD	08/09 AUD	CY 08/10 AUD	CY 09/10 AUD	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Executive & Council	119	1,808	2,068	150	150	150	150	2,000	2,100	2,205
Finance & Administration	66,962	121,411	5,777	14,810	13,725	13,725	13,725	11,450	12,023	12,624
Infrastructure & Economic Development	3,268	18,873	23,108	76,064	55,336	55,336	55,336	6,705	7,040	7,362
Water	26,347	26,071	190,755	310,606	277,906	277,906	277,906	277,239	291,101	305,656
Waste Water Management	32,114	30,642	8,822	119,990	77,575	77,575	77,575	102,120	107,226	112,587
Environmental Services	53	98		209	209	209	209			
Disaster Management	17	6,131		810	810	810	810			
Fire Fighting										
Other - Markets	402	1,501	2,503	6,487	310	310	310			



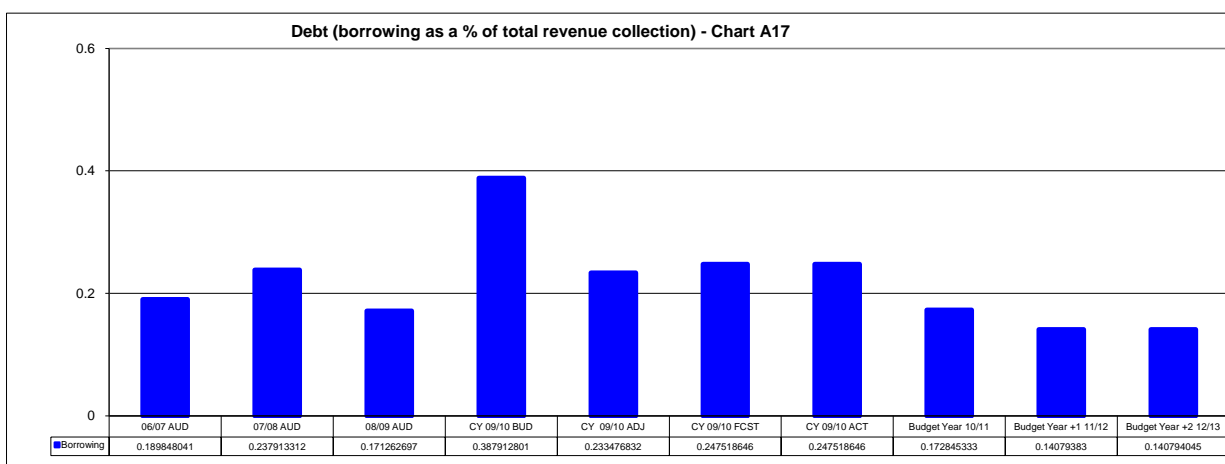
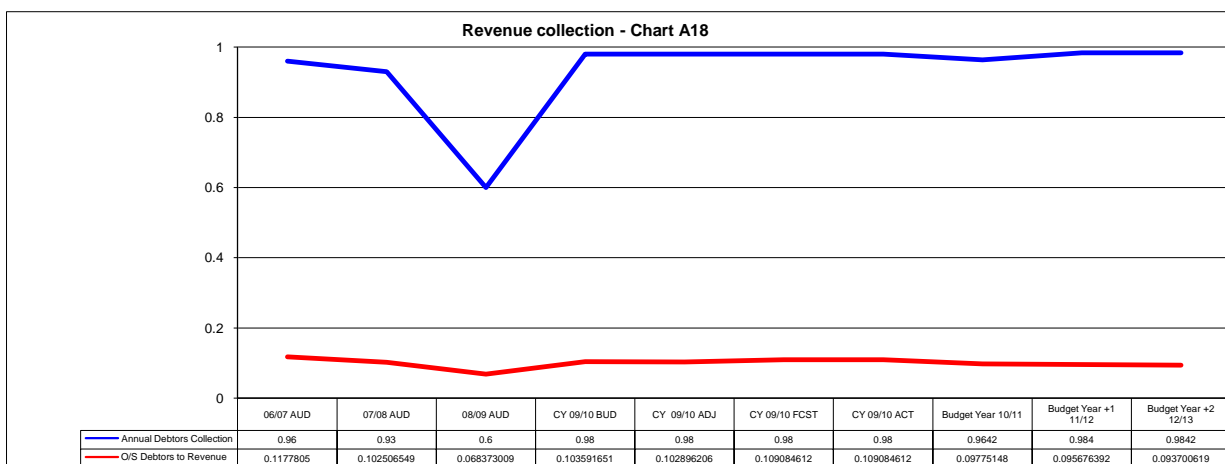
Capital Expenditure by Standard Classification	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Corporate Services	66,962	121,411	5,777	14,610	13,725	13,725	13,725	11,450	12,023	12,624
Environmental Protection	53	98		209	209	209	209			
Public Safety	17	6,131		810	810	810	810			
Executive & Council	119	1,808	2,068	150	150	150	150	2,000	2,100	2,205
Health										
Sport and Recreation										
Community & Social Services										
Waste Management										
Budget & Treasury Office										
Waste Water Management	32,114	30,642	8,822	119,990	77,575	77,575	77,575	102,120	107,226	112,587
Road Transport										
Electricity										
Water	28,347	26,071	190,755	310,606	277,906	277,906	277,906	277,239	291,101	305,656
Housing										
Planning & Development	3,670	20,374	25,611	82,561	62,433	56,246	56,246	6,705	7,040	7,392
check	131,283	206,535	233,033	528,936	432,808	426,621	426,621	399,514	419,489	440,464



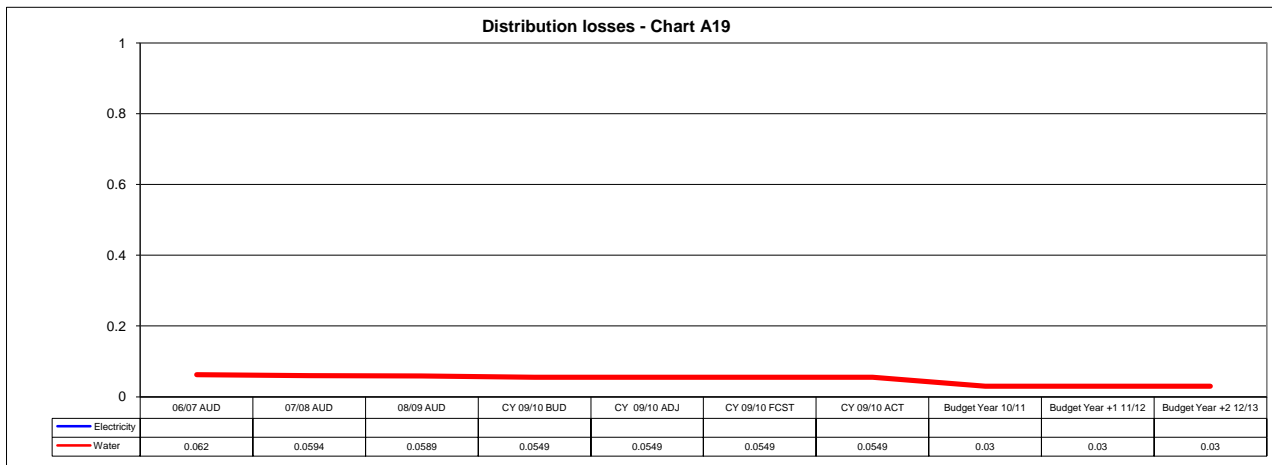
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Capital funding by source										
Public contributions & donations										
Borrowing	25,334	38,249	16,056	172,350	89,400	89,400	89,400	95,552	100,329	105,346
Internally generated funds	25,628	39,117	86,373	118,521	104,851	104,851	104,851	71,028	78,308	82,224
Capital transfers recognised	80,321	129,169	130,604	238,066	232,371	232,371	232,371	232,934	244,581	256,810
	131,283	206,535	233,033	528,936	426,621	426,621	426,621	399,514	423,218	444,379



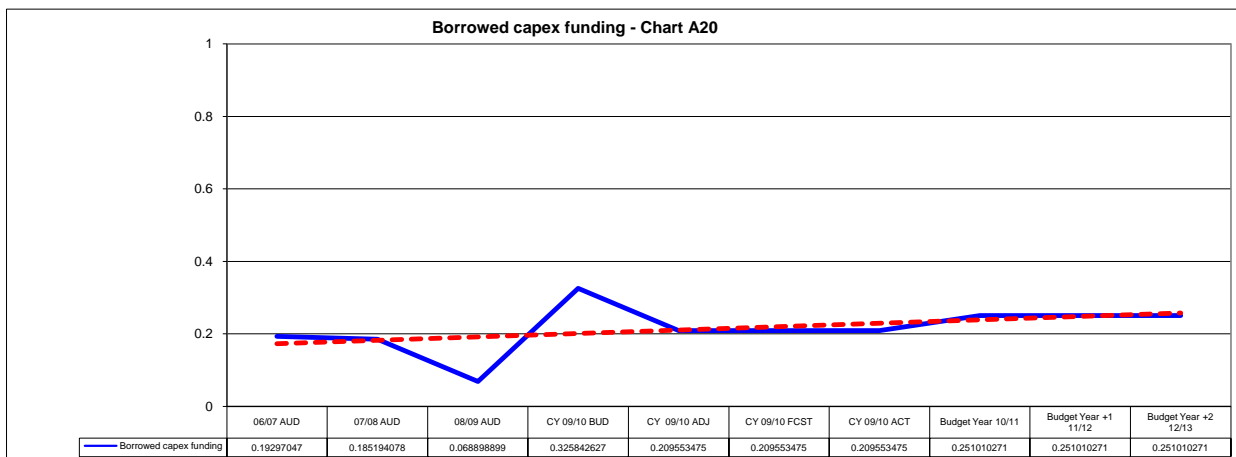
	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Debt										
Borrowing	18.98%	23.79%	17.13%	38.79%	23.35%	24.75%	24.75%	17.28%	14.08%	14.08%
Annual Debtors	96.0%	93.0%	60.0%	98.0%	98.0%	98.0%	98.0%	96.4%	98.4%	98.4%
O/S Debtors to	11.8%	10.3%	6.8%	10.4%	10.3%	10.9%	10.9%	9.8%	9.6%	9.4%



	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Distribution losses										
Electricity										
Water	6%	6%	6%	5%	5%	5%	5%	3%	3%	3%



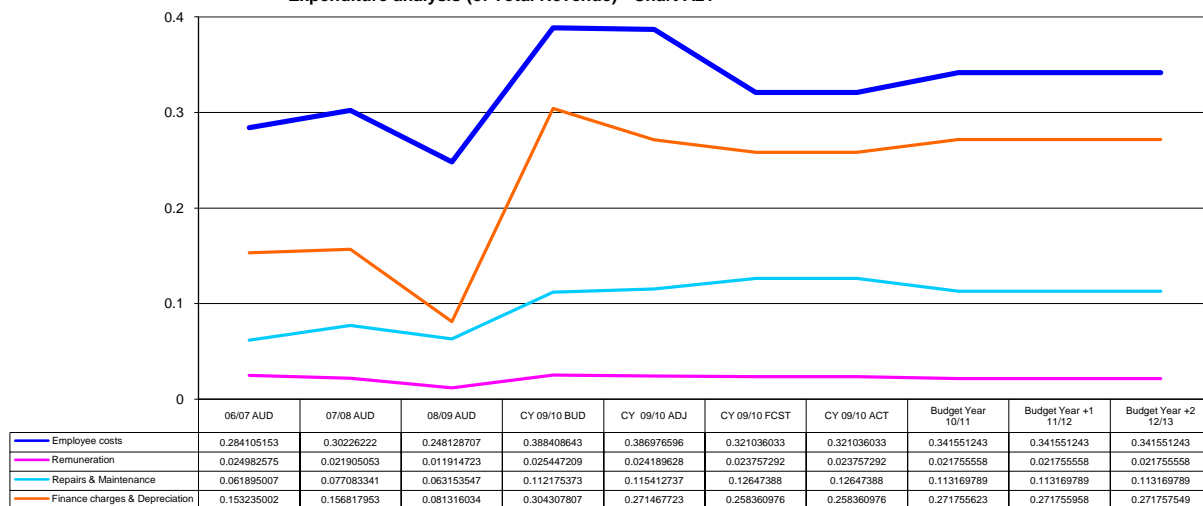
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Borrowed capex funding	19%	19%	7%	33%	21%	21%	21%	25%	25%	25%



[illegible]

	06/07 AUD	07/08 AUD	08/09 AUD	CY 09/10 BUD	CY 09/10 ADJ	CY 09/10 FCST	CY 09/10 ACT	Budget Year 10/11	Budget Year +1 11/12	Budget Year +2 12/13
Expenditure analysis										
Employee costs	28.4%	30.2%	24.8%	38.8%	32.1%	32.1%	34.2%	34.2%	34.2%	
Remuneration	2.5%	2.2%	1.2%	2.4%	2.4%	2.4%	2.2%	2.2%	2.2%	
Repairs & Maintenance	6.2%	7.7%	6.3%	11.2%	12.6%	12.6%	11.3%	11.3%	11.3%	
Finance charges & Depreciation	15.3%	15.7%	8.1%	30.4%	25.8%	25.8%	27.2%	27.2%	27.2%	

Expenditure analysis (of Total Revenue) - Chart A21



Employee costs	115,192	129,949	165,543	210,774	211,416	165,441	165,441	216,318	227,134	238,491
Remuneration	5,589	5,349	5,542	6,145	5,930	5,576	5,576	6,199	6,509	6,835
Repairs & Maintenance	13,848	18,822	29,377	27,086	28,291	29,683	29,683	32,248	33,861	35,554
Finance charges & Depreciation	34,283	38,291	37,826	73,479	66,545	60,636	60,636	77,438	81,310	85,376
revenue	405,455	429,920	667,167	542,661	546,328	515,335	515,335	633,341	665,008	698,258
	28.41%	30.23%	24.81%	38.84%	38.70%	32.10%	32.10%	34.16%	34.16%	34.16%
	1.38%	1.24%	0.83%	1.13%	1.09%	1.08%	1.08%	0.98%	0.98%	0.98%
	3.42%	4.38%	4.40%	4.99%	5.18%	5.76%	5.76%	5.09%	5.09%	5.09%
	8.46%	8.91%	5.67%	13.54%	12.18%	11.77%	11.77%	12.23%	12.23%	12.23%